

Performance Standards Guidelines

The Performance Standards listed below are to be addressed for all employees. These standards are consistent throughout the state and represent the behaviors required of all state employees. Employees not having supervisory responsibility shall be evaluated on the seven (7) areas listed under Employee Performance Standards. Employees holding supervisory and managerial position shall be evaluated on the six (6) areas under Supervisory/Managerial Performance Standards.

Each agency may establish policies or procedures addressing the requirement to rate each performance standard. Check with your agency Human Resource Office for guidance. Additional performance standards may be added by you or your agency to further describe the employee's performance. If you wish to add additional standards, please see your Human Resource Office.

Employee Performance Standards

EMPLOYEE PERFORMANCE STANDARDS

The following standards must be addressed. Information under For Example: is intended to assist the supervisor in addressing individual employee performance.

Customer Service

This describes how well the employee works with internal and external customers to achieve desired results and maintain positive relationships.

For Example: Responds to customers expectations within parameters of the department's mission and goals. Communicates positively with internal and external customers. Handles problems professionally, efficiently, timely, and creatively. Keeps internal and external customers and supervisors informed of project status and possible controversial issues or situations. Provides consultation or technical assistance to others. Looks for opportunities to provide better service. Takes pride in service provided.

Comments:

Interpersonal Skills

This describes how well the employee establishes and maintains effective work relationships. Demonstrates good communication and listening skills.

For Example: Shows support and respect for others. Willingly participates in work group activities. Demonstrates good communication and listening skills. Resolves conflict situations promptly and appropriately while remaining open to discussion. Accepts feedback and coaching as means of developing skills. Seeks others' opinion when necessary. Uses clear and understandable language in presenting information, both orally and in writing. Ensures the communication medium is appropriate for the message and is professional and appropriate. Models good work ethics and practices.

Comments:

Dependability

This describes how well the employee completes assigned work in a timely manner. The employee meets attendance requirements.

For Example: Meets and follows through with job expectations, goals, and commitments in a timely manner. Takes personal responsibility for actions and performance. Requests leave in advance, ensures coverage, and meets attendance/punctuality requirements.

Comments:

Quality

This describes the employee's work in terms of consistency, thoroughness, and accuracy.

For Example: Ensures work product/service is reliable, thorough, meets user needs, and is aligned with department mission and values. Considers aspects and consequences before taking action. Completes work accurately and thoroughly. Demonstrates commitment to quality; continuously looks for improvements, participates in team, self, and department quality improvement opportunities.

Comments:

Productivity

This describes how the employee manages and completes workload expectations and demonstrates the knowledge and skills needed to do the job.

For Example: Demonstrates the knowledge and skills needed to do the job. Can work independently or with others. Completes tasks and manages time well. Prioritizes tasks to meet deadlines. Volunteers for additional work and willingly assumes new responsibilities. Anticipates problems and takes necessary corrective action to prevent or lessen problems. Manages a fair workload. Actively participates in the decision making process. Stays focused under pressure.

Comments:

Adaptability/Flexibility

This describes how well the employee adapts to change and is open to different and new ways of doing things.

For Example: Demonstrates capability to adapt to new, different, or changing work requirements or procedures. Is flexible and open-minded. Participates in change processes in a positive manner. Demonstrates a can-do attitude when faced with challenging situations or conflicts. Switches tactics and strategies when planned approaches do not work. Is willing to modify one's preferred way of doing things. Adapts communication and work style to the situation.

Comments:

Work Environment/Safety

This describes how well the employee promotes a respectful workplace and complies with general conditions of employment, EEO, security, and workplace safety policies.

For Example: Acts in accordance with a respectful workplace environment, free from harassment, discrimination, and violence. Maintains confidentiality of information as it pertains to fellow employees and workplace issues. Maintains documents, files and records (electronic and paper) in a secure and confidential manner. Complies with general conditions of employment, EEO, security, and workplace safety policies. Keeps the workplace clean, secure, and supports safety programs.

Comments:

Supervisory/Managerial Performance Standards

SUPERVISORY/MANAGERIAL PERFORMANCE STANDARDS

The following standards must be addressed. Information under For Example: is intended to assist the supervisor in addressing individual employee performance.

Managing Performance

This describes how well the manager provides employees with clear job expectations and feedback/coaching about performance. Deals firmly and appropriately with performance problems. Maintains timely employee performance evaluations.

For Example: Develops and clearly communicates challenging, achievable, relevant, and measurable work goals. Provides employees feedback on a regular basis and gives guidance and assistance to improve performance. Applies clear/consistent performance standards. Handles performance problems decisively and objectively; is direct but tactful. Deals with disciplinary actions effectively as they occur, using coaching and counseling as needed. Provides opportunities for employee development and coaches for success. Consistently documents employee performance throughout the review period. Completes staff evaluations on time based on observable behaviors. Uses the appropriate leadership style for the situation. Establishes a motivating environment.

Comments:

Communication

This describes how effectively the manager shares information, builds relationships, and influences positive outcomes.

For Example: Effectively communicates the department's mission and vision and impact to the area's goals and objectives. Uses clear and understandable language in presenting information. Shares information and ensures the communication medium is appropriate for the message and meets the needs of the audience. Ensures information filters to all appropriate levels and areas within and outside the organization in a timely manner. Keeps up-line management informed of project status and current of possible controversial issues or situations. Obtains needed results through clear, concise, and factual speaking and writing. Actively listens and is open to input and feedback. Resolves conflict situations appropriately while remaining open to discussion. Encourages win/win outcomes.

Comments:

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Decision Making/Problem Solving

This describes how well the manager makes timely and rational decisions based on analysis of relevant information/data. Accepts responsibility for decisions and takes proper action when necessary.

For Example: Makes decisions that are within scope of responsibility. Makes decisions in difficult, confusing, and time sensitive situations. Is able to deal with ambiguity. Analyzes available information and potential consequences to the organization/individual; arrives at sound conclusions and takes appropriate action. Accepts responsibility for decisions and takes proper corrective action when necessary. Asks appropriate questions and uses an inclusive approach, considering interested parties' input prior to making a decision.

Comments:

Results Focus

This describes how well the manager achieves expected outcomes that support organizational mission and goals.

For Example: Manages workforce to meet current and future needs. Sets and communicates the vision and direction. Develops challenging, achievable, relevant, and measurable individual and team work goals. Prioritizes tasks and sets standards and responsibilities. Measures results against established goals. Overcomes obstacles and is accountable for final results. Demonstrates energy and ambition to achieve organizational goals. May multi-task many diverse activities and work demands to gain results. Actions are progressive, proactive, and demonstrate forward thinking.

Comments:

Customer Focus

This describes how well the manager fosters and models a commitment to customer service.

For Example: Is knowledgeable of internal and external customer base and is committed to satisfying customers' needs within the parameters of the department's mission and goals. Measures customer satisfaction. Presents a professional, positive image and attitude to staff and customers. Establishes and maintains effective working relationships. Demonstrates a commitment to quality public service through statements and actions. Demonstrates ability to create external partnerships (e.g., with the legislature, community, other agencies).

Comments:

Work Environment/Safety

This describes how well the manager promotes a respectful workplace and complies with general conditions of employment, EEO, security, and workplace safety policies.

For Example: Ensures a respectful environment free of harassment, discrimination, and violence. Maintains confidentiality of information as it pertains to employees and workplace issues. Promotes practices for a clean and secure workplace, and promotes and supports safety programs. Maintains documents, files and records (electronic and paper) in a secure and confidential manner. Ensures compliance with general conditions of employment, EEO, security, and workplace safety policies.

Comments: